S: 1 APR 99
S: 1 SEP 99

REPLY TO
ATTENTION OF:

CELD-ZP   11 Jan 99

MEMORANDUM FOR COMMANDERS, ALL USACE COMMANDS
                              ATTN: ACOE POC AND DIRECTOR/CHIEFS OF LOGISTICS

SUBJECT: Army Community of Excellence (ACOE) Application Submissions

1. References:

   a. Memorandum, DAIM-MD, 5 Jan 99, subject: FY00 Army Communities of Excellence Program Guidance (enclosure 1).

   b. USACE ACOE FY99/00 Time-line (enclosure 2).

2. Reference 1a above is the HQDA Memorandum of Instruction (MOI) for the FY00 Army Communities of Excellence (ACOE) program. ACOE assesses excellence in organizations based on the process of continuous improvement in customer service and satisfaction. ACOE utilizes the Army Performance Improvement Criteria (APIC), an adaptation of the Malcolm Baldrige National Quality Award (MBNQA) criteria, as a basis of evaluation and submission for the ACOE Award Competition. This provides Army organizations a means to objectively measure performance.

3. The ACOE program focuses on self-assessment to identify strengths/weaknesses in planning and execution with emphasis on customer satisfaction, and participation continues to be voluntary. Organizations are assessed against the APIC criteria not against each other, regardless of size. The first step in understanding where we are and where we are going is a self-assessment. However, the true value of the ACOE program is the assessment process and its feedback report. Award for achieving significant improvement or achieving excellence is secondary to the long-term improvement that is possible with the self-assessment tool.

4. HQDA requires each MACOM to evaluate all ACOE application packages, perform a down selection process, and identify the best three applications to participate in the HQDA Commander-in-Chief Award and the Chief of Staff, Army Award selection process by 1 Oct 99. USACE organizations must provide their intent to participate in the FY00 ACOE program to HQUSACE, CELD-ZP, ATTN: Mr. Ed Massimo, NLT 01 Apr 99. Organizations submitting ACOE application packages must commit the participation of at least one individual to be an ACOE Examiner (examiners must be knowledgeable of ACOE program and APIC/Baldrige trained or willing to attend APIC training). Name(s) and phone numbers of each organization's selected ACOE Examiner(s) must be provided with their intent to participate. The ACOE Examiners will be part of the USACE ACOE Assessment Team performing the MACOM down

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selection process currently scheduled for 13 - 24 Sep 99. HQUSACE may not be able to fund the necessary per-diem and travel cost for the examiners, organizations that intend to submit an ACOE application must be prepared to fund the costs incurred by their examiners. Being a member of the USACE ACOE Assessment Team provides examiners with in-depth knowledge of the APIC process, experience on how others prepare their packages, and with the experience necessary for participating on the HQDA ACOE Examination Teams in the future.

5. References 1a and 1b provides guidance for the preparation of your ACOE application package, including the required format. Quantities for submission can not be determined until it is known how many organizations intend to participate. All participating organizations will be notified of how many copies of their ACOE application package will be required after 1 Apr 99. USACE ACOE application packages must be submitted NLT 1 Sep 99 to allow for the MACOM down selection process. Packages received after this date will not be able to participate in the FY00 ACOE program. All USACE ACOE application packages must be shipped directly to the U.S. Army Construction Engineering Research Laboratory, CECER-PL-B, ATTN: Dr. Sine L. Hough, P.O. Box 9005, Champaign, IL 61826-9005.

6. ACOE and the self-assessment process contributes significantly to organization improvements, mission effectiveness and operational efficiency. This process will also improve the quality of life for the community, the Army and the Corps. The HQUSACE POC for ACOE is Mr. Edward Massimo, (202) 761-1296.

FOR THE COMMANDER:

2 Encls

GARY L. ANDERSON
Director of Logistics

DEPARTMENT OF THE ARMY
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT
600 ARMY PENTAGON
WASHINGTON DC 20310–0600

REPLY TO
ATTENTION OF

DAIM-MD (5-4a)

5 JAN 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY00 Army Communities of Excellence Program Guidance

1. General.

   a. This Memorandum of Instruction (MOI) provides concerning the FY00 Army Communities of Excellence (ACOE) program. Our goals for FY00/01 are first, refocus the ACOE program on Army communities, second, improve the Commander-in-Chief (CINC) Award selection process, third, formalize the procedures for sharing promising practices and finally, we plan to conduct a complete review of the ACOE Program, structuring the program to more effectively meet the needs of the Total Army and its enduring communities.

   b. Your input into the development of this MOI was invaluable and has greatly improved our process. Major changes considered this past year were:

      (1) Through MACOM consensus and supported by the ACSIM, the CINC Award Winner for the previous year may compete for the Chief of Staff, Army (CSA) Award; however, they are not eligible to receive the CINC Award two or more years in a row.

      (2) MACOMs will continue to submit their current allocations to HQDA to compete for ACOE recognition.

      (3) Special MACOMs are eligible to compete for the CINC Award.

2. Policy.

   a. ACOE contributes significantly to base operations and has improved the quality of life for our soldiers, Army civilians, and their families. It is the CSA program that assesses excellence in communities based on the process of continuous improvement in customer service and satisfaction. ACOE has integrated the Army Performance Improvement Criteria (APIC), which is an adaptation of the Malcolm Baldrige National Quality Award (MBNQA) criteria, into the program as a basis of evaluation and submission for the ACOE Award Competition. This alignment gives Army communities a means to objectively measure performance.

DAIM-MD (5-4a)
SUBJECT: FY00 Army Communities of Excellence (ACOE) Program Guidance

(3) Readiness, integrating mission with installation excellence.

(4) People--soldiers, Army civilians, their families--and Community partnerships.

(5) Customer service excellence, customer service plans, customer expectations, and customer feedback.

(6) Facility, environment excellence, and Installation Design Guides to set the community standards.

(7) Self-help facility and customer service improvements.

(8) Self-assessment to determine quality of life and facility areas to enhance or liabilities to remove.

(9) Effective integration of leadership, vision, philosophy, and direction through the APIC process.

c. Funding for examiner travel and contracted training will continue to be resourced at HQDA for DA level examiners.

4. Implementation of ACOE. This MOI provides guidance to adopt the Army Performance Improvement Criteria (APIC) into the ACOE program.

a. References and Army proponent responsibilities for implementation of the ACOE program are at Enclosure 1 and 2.

b. The ACOE program for 2000-2001 and assessment team application guidance are found in Enclosure 3 and 4.

c. MACOM nomination allocations are located at Enclosure 5.

d. Promising Practices at Enclosure 6.

e. Application Format is at Enclosure 7.

5. The men and women selected to represent Headquarters, Department of the Army as ACOE Examiners must be high caliber, self-motivated professionals. Their actions and performance during the evaluation process add credibility and provide experience that will be of benefit to their current installations and future commands. Examiners are required to spend time away from normal duties to study "take home" packages provided by HQDA and to participate in training and site visits to Army communities.

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SUBJECT: FY00 Army Communities of Excellence (ACOE) Program Guidance

Enclosure List

Enclosure	Item
1	References
2	Requirements for Army proponents
3	ACOE 2000-2001 and future/Process Flow for ACOE/Assessment Team Application
4	Site Visit Process
5	MACOM Nomination Allocations
6	Promising Practices
7	Format Requirements

Enclosure 2
ACOE Requirements for Army Proponents

1. HQDA proponents will support the ACOE program by the following actions:

    a. Assistant Secretary of Army Installations, Logistics, and Environment; ASA(IL&E) will provide ACOE oversight.

    b. Assistant Chief of Staff for Installation Management (ACSIM) will.

        (1) Oversee the ACOE program for the Chief of Staff, Army (CSA).

        (2) Designate an ACOE Program Manager to guide and direct the process.

            (a) Manage ACOE assessment process on behalf of CSA.

            (b) Issue guidance for the annual ACOE evaluator process.

            (c) Lead ACOE Quality Steering Committee.

            (d) Coordinate Chief of Staff ACOE Awards.

            (e) Coordinate Army Commander-in-Chief Awards.

            (f) Promote and market the ACOE program.

            (g) Serve as an advocate for garrison commanders and community leaders participating in the ACOE process.

            (h) Provide three training courses.

                (1) A five-day APIC Update training course usually conducted in February, which covers the annual changes to the APIC/Baldrige. This training is geared toward Installation and MACOM Program Managers, Strategic Planners and members of ACOE assessment teams.

                (2) A five-day Basic APIC Training usually conducted in March or April.

                (3) An Introductory Examiner Training - a five day training course, usually conducted in July for individuals that have completed an introductory APIC/Baldrige course that will be supporting a MACOM or HQDA evaluation process.

2. Major Army Commands, Army National Guard, and Office Chief Army Reserve will:

    a. Designate an ACOE Program Manager to guide and direct the program.

(c) Communicate to share good ideas about making improvements and implement where possible.

(d) Partner with industry to make improvements when applicable and empowered by Army leadership to do so.

b. Community ACOE Program Managers should:

(1) Attend ACOE training and train others in community.

(2) Oversee ACOE self-assessment and documentation.

(3) Share documentation with customers, staff, suppliers, and partners of community.

(4) Submit ACOE nomination packet through MACOM to HQDA.

(5) Assist ACOE Assessment Team with site visit.

(6) Benchmark with other DoD communities and private corporations with similar processes.

(7) Encourage training of APIC for all community members.

.(2) To facilitate communication and sharing of best practices information among and within organizations of all types based upon a common understanding of key performance requirements.

(3) To serve as a working tool for managing and assessing performance, planning, and training.

4. Army Performance Improvement Criteria Applications

a. Application submission.

(1) Army communities are invited to participate in the CSA ACOE program. Communities should complete their self-assessment and prepare a written ACOE application in accordance with Enclosure 7.

(2) All applications must arrive at HQDA not later than 1 October of each year to be eligible to compete for an ACOE award. Applications received after 1 October will be returned without action.

(3) Active Army communities will submit their applications to their respective MACOMs by their designated suspense. MACOMs will then forward ACOE applications to HQDA (ACSIM) by 1 October.

(4) The ARNG applications will be sent to the following address by their designated suspense:

> Army National Guard Readiness Center
> ATTN: NGB-ARZ (ACOE)
> 111 South George Mason Drive
> Arlington, VA 22204-1382

(5) The USAR applications will be sent to the following address by their designated suspense:

> Office of the Chief, Army Reserve
> ATTN: DAAR-EN
> 1421 Jefferson Davis Highway
> Arlington, VA 22202-3259

(6) Special MACOMs i.e. USARSO, MTMC, MEDCOM, USMA will submit their applications directly to HQDA by 1 October of each year to the following address:

> DEPARTMENT OF THE ARMY
> Assistant Chief of Staff for Installation Management
> ATTN: DAIM-MD (ACOE)

(c) Divisions or other subparts of a community.

(6) The Installation/Community Commander must review and endorse the ACOE self-assessment application, which is forwarded to HQDA through the MACOMs.

(a) The information in the application should be shared with the community members and other Army Commands similar to an annual corporate report back to the customers and shareholders.

(b) Provide an ACOE POC name, address, phone-fax numbers, and DSS or Internet E-Mail ID and address on the title page.

(c) Feedback reports without scores will be sent directly to the installation commander.

5. Selection of ACOE Examiners for the HQDA Down-select

a. The ACOE Program Manager will select teams of 5 to 6 individuals prior to 1 August. TDY for the assessment process and site visits will be funded by HQDA. Each ACOE Assessment Team member will be tasked to:

(1) Participate in a team process for selection of CSA ACOE Award recipients by reviewing and scoring of HQDA ACOE applications in October at a location to be determined.

(2) Participate in site visits that begin in November. The bulk of the site visits will occur November through January.

(3) Provide assessment feedback to the ACSIM ACOE Program Manager for each community visited. Identify promising practices as described in Enclosure 7.

b. Nominations to be a member of the ACOE Assessment Team will only be considered from individuals who are able to serve on the team for one or two years. Eligible nominees are:

(1) Installation/Garrison Commanders

(2) Individuals of Active Army, ARNG, and USAR communities, MACOMs, and HQs. Majors or above, and Master Sergeant or above, or qualified civilians. Commands may submit individuals lesser in grade as an exception based on experience of the applicant. Component or MACOM Program managers may not serve as members of the HQDA ACOE Assessment Team.

(3) Other Department of Defense services military or civilians.

c. Each ACOE Assessment Team member must be committed to the above tasks to represent the CSA in the ACOE process for one to two years. Their installation/garrison commander must

8. Proposed ACOE winners will be briefed to the ACSIM, Director ARNG, and CAR prior to forwarding to the CSA for approval and announcement of CSA ACOE Award recipients.

9. Executive level summary feedback reports will be provided each Installation/Community Commander shortly after the site visits.

10. ACOE Award Application Format Requirements: The application report must meet the page limit, typing and format requirements as prescribed in Enclosure 7.

Enclosure 5
MACOM NOMINATION ALLOCATIONS

MACOM	# Nominations	Site Visit Allocations
FORSCOM	3	3
TRADOC	3	3
USAREUR	3	3
ARNG	3	3
USAR	3	3
AMC	3	3
USACE	3	3
EUSA	3	3
USARPAC	2	2
MDW	1	1
Subtotal		**27**
Special MACOMs (*)	**# Nominations**	**Site Visit Allocations**
MEDCOM	1	
USMA	1	
MTMC	1	
USARSO	1	
Special MACOM Subtotal		**1 (**)**
Total HQDA Allocations		**28**

(*) **Special MACOM List Not All-Inclusive.**
(**) **Only the Top Special MACOM Applicant Receives a Site Visit.**

1. Page Limits and Exclusions

    a. The Organizational Overview for the application report is limited to five single-sided pages. If the Business Overview exceeds the five-page limit, the excess pages will be counted as part of the page count for the response addressing the Criteria Items.

    b. The response addressing the Criteria Items is limited to 50 single-sided pages including pictures, graphs, figures, tables, and appendices. The response must contain the same Category and Item numerical designations as the 1999 APIC (Item 1.1 through Item 7.5). Applicants are to denote the Areas to Address with letters a, b, c, etc., corresponding to each Area. Applicants are to denote responses to Areas by underlining the Item/Area (e.g., <u>4.2a</u>).

    c. The covers, dividers, tab separators, Title Page, Table of Contents, Organization Chart(s), and Glossary of Terms and Abbreviations which contain only the subject material will not be counted as part of the page limit. However, if these pages contain any additional material, e.g., text, quotes, graphs, figures, data tables, or pictures, they will be considered part of the response addressing the Criteria Items and counted as part of the total page count.

    d. Paper size: standard 8-1/2 by 11 inches.

    e. Font Size: Fixed pitch font of 12 or fewer characters per inch OR proportional spacing font of point size 10 or larger. This memorandum was typed using Courier New, font point of 12.

    f. Line Spacing - Equivalent of two points of lead between lines. *Note: One point of lead equals 1/72, or 0.0138, inch.*

    g. Font Style - Any font style may be used that meets the font size and line spacing requirements, but Times Roman or equivalent styles are preferred.

    h. Type used in picture captions, graphs, figures, data tables, and appendices must also meet the requirements for font size and line spacing. If the table or graph is reduced from its original size for inclusion, applicants must use larger type sizes in preparing the original so that the reduced material in the application meets the font size requirements.
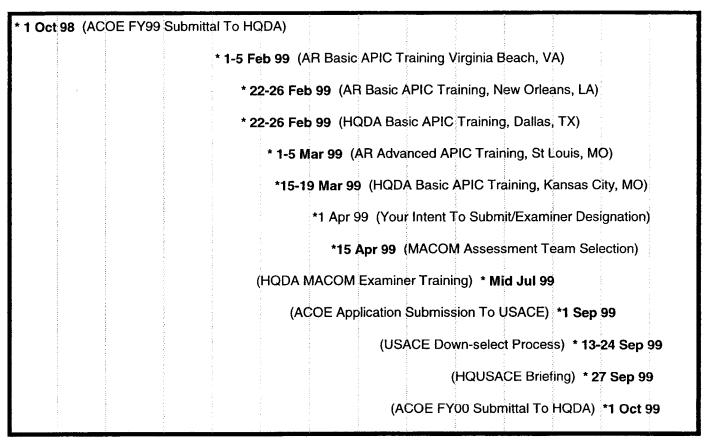
2. Format

    a. The number of lines per page must not exceed 60, including the page headings and page number.

    b. A margin of at least 3/4 inch on the side of the page that is bound or fastened and at least 1/2 inch on the opposite side of the page is preferred.

USACE ACOE FY99/00 TIME LINE

1998   **1999**

OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT

* 1 Oct 98 (ACOE FY99 Submittal To HQDA)

                        * 1-5 Feb 99 (AR Basic APIC Training Virginia Beach, VA)

                          * 22-26 Feb 99 (AR Basic APIC Training, New Orleans, LA)

                          * 22-26 Feb 99 (HQDA Basic APIC Training, Dallas, TX)

                            * 1-5 Mar 99 (AR Advanced APIC Training, St Louis, MO)

                            *15-19 Mar 99 (HQDA Basic APIC Training, Kansas City, MO)

                              *1 Apr 99 (Your Intent To Submit/Examiner Designation)

                                *15 Apr 99 (MACOM Assessment Team Selection)

        (HQDA MACOM Examiner Training) * Mid Jul 99

                (ACOE Application Submission To USACE) *1 Sep 99

                            (USACE Down-select Process) * 13-24 Sep 99

                                (HQUSACE Briefing) * 27 Sep 99

                            (ACOE FY00 Submittal To HQDA) *1 Oct 99

Enclosure 2